

# Terms of Reference

## Garlinge and Parkside Primary Schools and Nurseries Federation Governing Body



The governing board will always operate in accordance with the requirements of the Education Act; the School Governance Regulations; the Local Authority Scheme for Financing Schools; the Local Authority Financial Regulations and Procedures and other relevant legislation.

These terms of reference will be reviewed at least annually.

**These documents were agreed by the board at their meeting held on: 1<sup>st</sup> October 2024**

**Next review due by: 30<sup>th</sup> September 2025**

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## Terms of Reference for Terms of Reference for Garlinge and Parkside Primary Schools and Nurseries Federation

The purpose of governance is to provide confident, strategic leadership and to create robust accountability, oversight and assurance for educational and financial performance. The board has resolved to conduct its business by adopting the committee model structure and to delegate statutory functions to:

- a quality of education committee, and
- a leadership and management committee

In addition, the board will appoint the DfE identified individual delegated governor roles of:

- Safeguarding, which includes online safety
- SEND

Your Local Authority may require the board to also appoint delegated governors for:

- Finance
- Health and safety

It is recommended by The Education People Governor Services that boards also carefully consider the following link governor positions:

- Pupil Premium – as identified in DfE PP statement
- Attendance – as identified in the DfE [attendance guidance](#)
- Cybersecurity - as identified in DfE [meeting digital and technology standards in schools](#)
- Training and development – DfE recommended for focus on the development needs of the board
- Whole school wellbeing
- Early years

Having delegated governors does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables all board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective informed decision making.

The maintained board has three strategic core functions:

1. that the vision, ethos and strategic direction of the school are clearly defined
2. that the executive headteacher performs their responsibilities for the educational performance of the school
3. the sound, proper and effective use of the school's financial resources

All governors are required to abide by the Board's Code of Conduct and must indicate their acceptance via GovernorHub

The main responsibilities to be managed by the board are outlined below  
(click on ▲ next to each heading to expand the area)

**Items in bold within each section may be delegated and reported back to the board.**

## 1. Governing Body Operational Business

- 1.1. To ensure focus on the three strategic core functions.
- 1.2. To review and revise Instrument of Government at Full Governing Body (FGB) for approval by LA and foundation trust (Thanet Endeavour Learning Trust).
- 1.3. To review the standing order for election of the chair and vice chair including the length of the term of office – *the end of term of office dates must be recorded in the FGB minutes.*
- 1.4. Elect (or remove) the chair and vice chair.
- 1.5. To appoint (or remove) the chair for all committees, or delegate to committee to elect the chair
- 1.6. To appoint (or dismiss) the clerk/governance professional to the full board and its committees
- 1.7. To hold at least three board meetings each year for school business
- 1.8. To appoint co-opted governors.
- 1.9. To appoint partnership governors (*where this category of governor is listed on the Instrument of Government*)
- 1.10. To appoint any associate members to committees, agreeing any voting rights for such committees, and ensuing details are published on the school website.
- 1.11. To nominate and appoint (after Local Authority approval) the Local Authority (LA) governor
- 1.12. To suspend or remove/recommend removal of a governor. (*Foundation governors can only be removed by their appointing body; LA governors can only be removed by the LA*)
- 1.13. To decide monitoring priorities.
- 1.14. To assign governors to monitor the priorities of the School Improvement Plan in accordance with the attached terms of reference.
- 1.15. To appoint the DfE identified individual delegated governor roles of safeguarding, SEND, careers (secondary) and LA required roles of finance and health & safety based on skill set and expertise.
- 1.16. To consider appointment of additional link governor roles, such as pupil premium, attendance, cyber security, whole school wellbeing, early years, attendance
- 1.17. To ensure at least one member of the Governing Body to have undertaken basic cyber security training [meeting digital and technology standards in schools and colleges guidance](#)
- 1.18. To receive written reports from individuals to whom a delegated or monitoring function has been made and to consider whether any further action or decision by the board is necessary (statutory duty)
- 1.19. To annually review the delegation arrangements
- 1.20. To annually review and approve the board monitoring visits policy and monitoring schedule.
- 1.21. To appoint a recruitment selection panel in conjunction with the Thanet Endeavour Learning Trust, for the appointment of the Executive Headteacher. To ensure at least one member of the panel has completed Safer Recruitment Training.
- 1.22. To approve or decline decisions of appointed selection panel.

- 1.23. To recruit, for board approval, new governors as vacancies arise ensuring the board has all the necessary skills to be effective.
- 1.24. To ensure all governors have an enhanced Disclosure and Barring Service (DBS) and section 128 check. *For new LA maintained governors, applications must be submitted to the DBS within 21 days of election or appointment*
- 1.25. To approve the Board Code of Conduct and ensure all governors abide by its principles.
- 1.26. To approve and set up a governors' allowances policy.
- 1.27. To regulate and agree the board's procedures where not set out in law and record these as standing orders.
- 1.28. To delegate to the executive headteacher the functions as described in the Delegation of Functions to Executive Headteacher Standing Order (Section 8)
- 1.29. To agree and arrange a suitable induction process and mentoring for newly appointed or elected governors which includes safeguarding and child protection (and online safety) and PREVENT training.
- 1.30. To consider the DfE recommended appointment of a training and development governor to audit individual and collective development needs and from evaluation, promote appropriate training.
- 1.31. To regularly audit and evaluate the impact of governance to inform the structure of the board
- 1.32. To ensure the executive headteacher/Heads of School provide such reports as requested by the board to enable it to undertake its role.
- 1.33. To ensure the relevant governor information is published on the school website, GIAS and LA database as required under statutory duties.

## 2. General

- 2.1. Regularly review the vision and values of the school and ensure that these are shared with all stakeholders.
- 2.2. To take an active role in school self-evaluation identifying success and areas requiring improvement.
- 2.3. To annually approve the costed School Improvement Plan for priority accuracy; regularly holding the leaders to account against the milestones and monitoring against an agreed board monitoring schedule.
- 2.4. To regularly review the impact of additional funding eg, Pupil Premium, Sports Premium etc.
- 2.5. To regularly receive data/reports on areas suggested in the [Maintained Governance Guide](#) including including: progress, attainment, attendance, behaviour suspensions/exclusions
- 2.6. To review regularly how the school is regarded by pupils and parents.
- 2.7. To ensure the school has in place all *statutory policies* and to keep these under **regular review**, consulting with representative stakeholders as appropriate.
- 2.8. To approve *statutory policies* (including those able as instructed by the DfE, delegated to committees) for recommendation or approval as appropriate ensuring their impact and compliance

- 2.9. To establish procedures for: [regulation of conduct and discipline of staff and any grievance process](#)
- 2.10. To ensure there is a process in place for the approval of school trips and the school's procedures for educational visits ensure the safety and welfare of the pupils, staff and volunteers.
- 2.11. To approve any school trips overseas; trips involving travel by air or by sea and trips involving one night's absence or more.
- 2.12. To ensure the school has a board approved, up to date, complaints policy published on the school website, with stakeholders knowing how to raise concerns and make a complaint.
- 2.13. To have regard to the professional advice given by the clerk as the governance professional
- 2.14. To ensure that the board complies with all other legal duties placed upon them as shown and updated within the Governance Guides.
- 2.15. In VA and foundation schools, to be aware of additional responsibilities eg. employment, premises, and admissions
- 2.16. To ensure the [school food standards](#) are being met.
- 2.17. To abide by the Human Rights Act 1998.

### 3. Inclusion and Equality

- 3.1. To establish and approve a special educational needs (SEND) policy.
- 3.2. To publish and update at least annually a SEND information report, meeting requirements set out in the Special Educational Needs and Disability Regulations
- 3.3. To ensure the board comply with statutory duties from the SEND code of practice and most recent edition of Keeping Children Safe in Education (KCSIE) in respect of pupils with special needs, and having appointed a SEND governor, receive monitoring reports from link governor.
- 3.4. To abide by the [Equality Act 2010](#) and ensure the school complies with statutory guidance. *As public bodies LA maintained schools must comply with the public sector equality duty. This means you must publish:*
  - *details of how your school complies with the public sector equality duty - you must update this every year.*
  - *your school's equality objectives - you must update this at least once every 4 years.*
- 3.5. To abide by the Human Rights Act 1998.
- 3.6. To receive reports on bullying, homophobic and racial incidents.
- 3.7. To ensure the school adheres to [statutory guidance](#) in relation to school uniform.
- 3.8. To ensure the accessibility plan is fit for purpose.

### 4. Safeguarding

- 4.1. To ensure statutory compliance with the most recent edition of KCSIE and its associated policies including adopting and reviewing annually the most recent edition of the LA child protection policy and relevant procedures.
- 4.2. To ensure the board comply with duties from the most recent edition of KCSIE, and having appointed (as DfE required) identified safeguarding, and SEND governors, receive link governor reports.

- 4.3. To ensure *all* governors have read and understood the most recent edition of KCSIE and have regard to its guidance.
- 4.4. To receive confirmation that every member of school staff has read and understood the most recent edition of [KCSIE](#) part 1 or Annex A, as determined by the board in consultation with the executive headteacher.
  - *Governing bodies should ensure that those staff who do not work directly with children read either Part one or Annex A*
- 4.5. To have due regard to the need to prevent people from being drawn into terrorism and to oversee the incorporation of the necessary procedures and practices outlined in the PREVENT duty within the child protection policy.
- 4.6. To ensure *all* governors have undertaken safeguarding training, including Child Protection, online safety and PREVENT training regularly to equip them in their strategic role.
- 4.7. To receive regular safeguarding reports from the executive leaders in addition to the [annual safeguarding report](#) to the board.
- 4.8. To ensure the governing board are aware of their roles and responsibilities regarding monitoring and filtering and cyber security within school/s

## 5. Curriculum

- 5.1. Ensure national curriculum is taught to all pupils
- 5.2. To ensure the curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- 5.3. To ensure the curriculum is broad and balanced by understanding the intent, implementation, and impact.
- 5.4. To ensure the British values are embedded within the curriculum, preparing pupils for life in modern Britain.
- 5.5. Ensure statutory provision of career guidance for Years 8-13 by:
  - Ensuring arrangements are in place to allow a range of education and training providers access all pupils in Years 8-13 to inform them about approved technical education qualifications and apprenticeships (secondary).
- 5.6. A policy statement setting out the career guidance arrangements is published on the school website (secondary).
- 5.7. To consider recommendations from external reviews of the school (eg, Ofsted, school improvement advisers, Governor Services, safeguarding), reviewing and evaluating any agreed actions to ensure impact.

## 6. Budget

- 6.1. To ensure all financial decisions above those delegated by the board to the executive headteacher are agreed at board meetings.
- 6.2. To ensure compliance with the [LA Scheme for Financing Schools](#)
- 6.3. To operate within the LA's Financial Regulations, Controls and Procedures.
- 6.4. To annually analyse and approve a three-year budget which shows clear links to the School Improvement Plan.



- 6.5. To approve, monitor and submit to the LA a recovery plan where revenue deficit rises above 5% on 31 March of any year.
- 6.6. To approve and review for impact and delivery, a costed school improvement plan.
- 6.7. To annually in the autumn term, approve and then regularly review the LA [financial risk register](#) (template on Kelsi).
- 6.8. To annually review and approve the finance policy and LA recommended levels of delegation.
- 6.9. To undertake [financial benchmarking](#) and report back to the board.
- 6.10. To establish and annually review and approve the charging and remissions policy.
- 6.11. To enter into contracts following agreed financial limits and processes with board approval (in finance policy):
  - For purchases up to £24,999, a minimum of one written quotation is required.
  - For purchases of between £25,000 and up to the applicable public procurement threshold for goods and services (currently £177,896) or up to £1m for works, schools must obtain at least three written quotations.
  - For purchases above that threshold for goods and services or above £1m for works, a tendering procedure compliant with public procurement regulations is required
- 6.12. To approve virements as set out and agreed in the finance policy (Virements up to £8,000 – The Executive Headteacher, reported to the Leadership and Management Committee. Virements from £8,001 up to £15,000 reported to the Leadership and Management Committee. Virements over £15,000 reported to the Full Governing Body).
- 6.13. To approve any assets to be written off and disposed of, at a board meeting and document within the minutes.
- 6.14. To approve debts up to £1000, which are required to be written off, after every effort has been made by the executive headteacher and governors to recoup the monies, with the decision made and documented in minutes.
- 6.15. To make decisions in respect of service agreements following agreed delegation of financial limits and insurance limits and document in minutes (scheme for financing schools).
- 6.16. To draft, approve and submit the SFVS by 31 March and ensure remedial actions are cleared within specific deadlines.
- 6.17. To receive six separate budget monitoring reports at board or committee meetings with commentary from the operational business lead, which will include the impact of any change, both positive and negative to the three-year budget plan. ([SFVS Q3 requirement](#)). *Any recovery plan for budget with a deficit must be monitored for implementation and impact.*
- 6.18. For the chair and chair of finance to receive monthly budget reports.
- 6.19. For board to receive regular written committee reports.
- 6.20. To effectively manage and review resources for financial efficiencies and maximise pupil outcomes ensuring value for money.
- 6.21. To monitor, audit and evaluate all school policies and procedures related to fraud, gifts and hospitality, and document compliance in board minutes.



- 6.22. To agree the annual strategic action plan for the pupil premium spend and monitor how all specialist funding is spent (ie, PE and sports premium, and the pupil premium).
- 6.23. To appoint a finance governor with financial skills
- 6.24. To ensure financial succession planning within the board.
- 6.25. To review and take account of any consultations to change the LA Scheme for Financing Schools

## **7. Staffing, Appraisal and Performance Management**

- 7.1. To annually determine the staff structure following recommendation from the relevant committee.
- 7.2. To annually review and approve the appraisal policy, recruitment policy and ensure the statutory guidance [Induction of Early Career Teachers](#) is followed.
- 7.3. To ensure the school meets its statutory and contractual obligations with regards to pay.
- 7.4. To establish, review and annually approve the appraisal and pay policies, ensuring they match the Terms of Reference, including the criteria and framework for pay decisions in line with the most recent edition of the School Teachers Pay and Conditions Document.
- 7.5. To determine the annual budget for pay and any uplift to be applied to the school's pay scales for teachers and support staff.
- 7.6. To determine which functions are to be delegated to the pay panel/executive headteacher.
- 7.7. To appoint the executive headteacher performance management panel (HTPM) in conjunction with the Thanet Endeavour Learning Trust, (best practice of three skilled and trained governors, to include the chair of the board. The chair of the board must not be appointed as the chair of the panel. The vice chair does not sit on this panel alongside the chair).
- 7.8. To appoint in order to assist the panel, an external adviser for advice and support, on the executive headteacher's appraisal, and to consult that adviser on setting objectives for the executive headteacher (statutory duty, [The Education \(School Teachers' Appraisal\) \(England\) Regulations 2012](#))
- 7.9. To undertake the executive headteacher appraisal (best practice before 31 December each year).
- 7.10. To take into account the executive headteacher standards for excellence.
- 7.11. To appoint the pay panel to undertake the pay panel process (best practice, three skilled and knowledgeable governors, ensuring different governors serve on the pay panel to those that serve on HTPM panel).
- 7.12. To agree total pay award following recommendation from pay panel.
- 7.13. To agree any pay award for the executive headteacher following recommendation from the executive headteacher performance management panel.
- 7.14. To monitor the application and effectiveness of the pay policy, ensuring pay decisions are linked to evidence of performance and the criteria for pay progression are applied consistently, fairly and objectively.
- 7.15. To consider structural solutions upon resignation/retirement of executive headteacher.

- Boards should seek the advice and support of the LA prior to decision making.
- 7.16. To approve executive headteacher, head of school and deputy headteacher appointments and starting salary, subject to necessary checks, following recommendations from the board approved selection panel.
- For voluntary aided (VA) and foundation schools – governors should decide whether the director of education authority and LA should have advisory rights.
- 7.17. In VA schools, agree staffing policies which provide for governor involvement in the interests of preserving the school’s religious character.
- 7.18. To establish and review procedures for addressing staff discipline, conduct, grievance, bullying and harassment and pay, ensuring that staffing procedures follow equalities legislation.
- 7.19. To establish a governor panel to hear staff appeals against dismissal, redundancy, grievances, bullying and harassment and pay in accordance with the relevant policy.
- 7.20. To dismiss the executive headteacher.
- 7.21. To end the suspension of staff or executive headteacher as determined within the policy.
- 7.22. To determine dismissal payments/early retirement.

## 8. Discipline/Suspension and Exclusion

- 8.1. To establish a statement of behaviour principles on which the school can produce a behaviour policy.
- 8.2. To review the use of suspension and permanent exclusion and consider via an exclusion panel all permanent exclusions and suspensions where a pupil is either excluded for more than 15 days in total in a term or would lose the opportunity to sit a public exam. (This may be delegated to the chair/vice chair in cases of urgency - see DfE Guidance “[Suspension and Permanent Exclusion from maintained schools, academies and pupil referral units in England, including pupil movement](#)” updated Sept 23)
- 8.3. To direct the reinstatement of excluded pupils via the delegated appointed exclusions panel.
- 8.4. To consider the findings of any independent review panel.
- 8.5. To receive regular updates on attendance, behaviour, suspensions and exclusions

## 9. Premises and Insurance

- 9.1. To approve and monitor a school buildings strategy taking into consideration risks and priorities.
- *With consideration to the most recent LA Asset management planning arrangements.*
- 9.2. To procure and maintain buildings, including a properly funded maintenance plan.
- 9.3. To review and approve business continuity plan
- 9.4. To review and approve accessibility plan to ensure inclusion
- 9.5. To review and approve the lettings policy (see *KCSIE*)

- 9.6. To seek advice from the LA, diocese or foundation trust, where appropriate to ensure adequate levels of buildings insurance and personal liability.
- 9.7. To receive the annual site report.

## 10. Health and Safety

- 10.1. To establish and approve a health and safety policy.
- 10.2. To ensure that health and safety regulations are followed and appropriately prioritised.
- 10.3. To receive the annual Health and Safety Inspection report and agree any actions.
- 10.4. To receive the LA required Health and Safety inspection reports as per Health and Safety policy three times a year.
- 10.5. To confirm all risk assessments are regularly reviewed and updated.
- 10.6. To appoint a health and safety governor.
- 10.7. To receive written Health and Safety governor monitoring reports in a timely manner.

## 11. Admissions

- 11.1. To follow The School Admissions Code statutory guidance when carrying out duties relating to school admissions.
  - For community and VC schools, the LA is the admission authority; for all other schools it is the board.
- 11.2. To consult annually before setting an admissions policy, notify the LA and publish the arrangements on the school website in accordance with the paragraph 1.47 of the School Admissions Code. (VA, foundation schools only).
  - Admission authorities for schools with a sixth form must ensure they have determined and published admission arrangements for entry into the sixth form if they intend to admit external applicants (VA and foundation secondary schools)\*.
- 11.3. Set a clear published admission number (PAN), which states the number of applicants they will admit where enough applications are received.
  - A board of a community or VC school can object to the adjudicator if they disagree with their PAN (which will be set by the LA as admission authority)\*.
- 11.4. To establish an Admissions policy (special schools where pupils do not have a statement) in liaison with the LA\*.
- 11.5. To establish an Admissions committee to consider all admissions as per paragraph 2.7 of the [Schools Admissions code](#) (VA and foundation schools only)\*.
- 11.6. Admissions appeals: To ensure an independent panel is set up in line with the [School Admission Appeals Code](#). (VA, foundation, and special schools)\*.

\* *include as appropriate*

## 12. Collective Worship

- 12.1. To ensure that the school provides teaching of religious education for all pupils in accordance with the agreed syllabus or has informed parents of their right to withdraw their child.
- 12.2. To ensure the school provides an act of broadly Christian daily collective worship.

- In some maintained schools without a designated religious character, the family backgrounds of some or all pupils may lead the executive Leader and board to conclude that broadly Christian collective worship is not appropriate. The executive leader can apply to the local Standing Advisory Council on Religious Education (SACRE) to have the broadly Christian requirement disapplied and replaced by collective worship distinctive of another faith and should consult the board before doing so.
- In voluntary aided schools, VC schools and foundation schools designated with a religious character, the board is responsible for arranging collective worship in accordance with the trust deed or religious designation of the school after consulting the executive leader.

### 13. School Organisation

- 13.1. To set [the time of the school sessions](#) and the dates of school terms and holidays.
- Dates of school terms for community and VC schools are set by the LA.
  - For best practice, VA and foundation schools could follow LA guidelines.
- 13.2. To publish proposals to change category of school.
- 13.3. To propose to alter or discontinue voluntary, foundation or special school status.

### 14. Information for Parents

- 14.1. To ensure that the school keeps parents and prospective parents up to date with school information.
- 14.2. To adopt and review home school agreements (not statutory, delete if not applicable).

### 15. Collaborations and Consideration of Federation and Academisation

- 15.1. To consider collaborating with another school to aid school improvement or leadership capacity of either school.
- 15.2. To consider forming or joining a group of schools.
- 15.3. To consider forming a federation or joining an existing federation, seeking LA advice and support before completing due diligence.
- 15.4. To consider requests from other schools to join an existing federation and seeking LA advice and support before completing due diligence.
- 15.5. To leave a federation, seeking LA advice and support.
- 15.6. To consider approach and time scale to academy conversion.
- 15.7. To consider forming or joining an existing multi-academy-trust (MAT) and undertake due diligence.

### 16. Extended Services

- 16.1. To decide to offer additional activities and agree what form these should take.
- 16.2. To cease providing extended services provision.

Membership of the board to comply with the Instrument of Government (IOG)

**See attached IoG** and current governors in post on the school website, GIAS and GovernorHub.

**Quorum: one half of the number of governors in post (rounded up)**

## Terms of reference for Quality of Education Committee

The quality of education committee is expected to work within the following terms of reference with a focus on monitoring the School Improvement Plan. Governors should meet with the lead professionals within the school to gain an understanding of the scope of the curriculum targets and the activities the school is conducting to achieve success.

### General

- To act on matters delegated by the board
- To consider safeguarding, SEND, inclusion and equalities implications when undertaking all committee functions, ensuring all pupils have equal opportunities.
- To undertake monitoring visits to the school relevant to the committee's role and comply with governor monitoring visits policy.
- Meet regularly, with consideration for timing of board meetings, wellbeing of staff and governors, and timetabled relevant to school data analysis timescales e.g. 3 times per academic year
- To ensure minutes and reports are included in FGB papers in a timely manner
- To monitor the schools' policies in relation to the curriculum, pupil welfare and behaviour.
- Take an active role in school self-evaluation, monitoring success in all areas and identifying areas requiring improvement.
- To monitor the relevant areas and milestones within the school improvement plan
- To advise the leadership and management committee on the relative funding priorities necessary to deliver the curriculum.

### Curriculum

- To monitor how the agreed curriculum is ambitious and designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life.
- To ensure the curriculum is broad and balanced by understanding the intent, implementation and impact; ensuring a full curriculum is delivered
- To ensure the British values are embedded within the curriculum.
- Ensure statutory provision of career guidance for years 8-13 by ensuring arrangements are in place to allow a range of education and training providers to access all pupils in years 8-13 to inform them about approved technical education qualifications and apprenticeships (secondary – delete as appropriate)
- To understand the performance data for the school including the vulnerable groupings.
- To ensure the specialist funding for pupil premium and PE/sports premium (primary only) have impact.
- To undertake any necessary training (in or out of school) that is necessary to enable effective monitoring of the agreed school improvement plan and its targets.
- To evaluate the extent of success at the end of the set and agreed timescale.
- To identify and celebrate success.

### Expectations and Outcomes

- To monitor pupil achievement and progress against expectations, predicted outcomes and school improvement milestones and targets.
- To monitor the impact of any extended services provided against pupil progress and achievement

## Membership of the Quality of Education Committee

Quorum:	3		
Chair:	Rebecca Holmes		
Vice Chair (optional):			
Governors (Insert names in spaces):	1. Sue Collins	2. Martina Graham	3. Liz Greenfield
	4. Jacqui Messenger	5. James Williams	6.
Governance Professional	Kim Metcalfe		
<p>The board have appointed the following Associate Members, with voting rights</p> <p><b>Associate Members do not have voting rights at FGB meeting, only at the committee to which they are appointed if given rights by the board.</b></p> <p>Stephen Cope            Anthea McLevy            Anna Northrop</p>			

## Terms of Reference for Leadership and Management Committee

The leadership and management committee is expected to work within the following terms of reference with a focus on monitoring.

### General

- To meet at least three times each year in terms pertinent to the [SFVS](#) and budget
- To be strategically actively engaged in monitoring value for money and report back any recommendations to the board to ensure effective financial resources and efficiencies to maximise pupil outcomes.
  - To monitor the impact of the costed school improvement plan in relation to the budget spend.
  - To undertake monitoring visits to the school.
  - To make regular reports to the board, in addition to the chair of the board being in receipt of a monthly finance report
  - To annually, in the autumn term, review and recommend to the board the financial risk register and regularly review
  - To keep in-school financial procedures under review
- Review compliance audit reports, ensuring the board follows recommendations and actions.
- To consider safeguarding, SEND, inclusion and equalities implications when undertaking all committee functions
- To ensure that the school is working within the SFVS recommended guidelines ([SFVS](#))
- To ensure compliance with the [LA Scheme for Financing Schools](#) and report to the board
- To act on matters delegated by the board

### Budget

- To annually evaluate and recommend the budget for board approval.
- To maintain an up to date 'balanced' three-year budget plan, which shows clear links to the 'school improvement' and 'staffing' plans.
  - Reporting any rollover to the board highlighting any significant variances and their impact on the three-year budget plan.
  - Evaluating the school budget monitoring sheets in discussion with the school's operational finance lead and reporting to the board, ensuring this is completed six times per year. ([SFVS Q3 requirement](#))
  - *Any recovery plan for budget with a deficit must be monitored for implementation and impact.*
- To approve any virement recommendations as set out and agreed in the finance policy ((Virements up to £8,000 – The Executive Headteacher, reported to the Leadership and Management Committee. Virements from £8,001 up to £15,000 reported to the Leadership and Management Committee. Virements over £15,000 reported to the Full Governing Body), documented in minutes and report decisions to the board.
- Analyse and report on tenders for contract services, ensuring three written quotations in line with Scheme for Financing Schools.

For purchases up to £24,999, a minimum of one written quotation is required.  
For purchases of between £25,000 and up to the applicable public procurement threshold for goods and services (currently £177,896) or up to £1m for works, schools must obtain at least three written quotations.



For purchases above that threshold for goods and services or above £1m for works, a tendering procedure compliant with public procurement regulations is required

- To produce, with support from the school's operational finance lead, a draft SFVS return for board approval for submission to the LA before the annual deadline.
  - Monitor and report to the board any SFVS remedial actions to ensure they are cleared within specified deadlines.
- To produce a report for the board to show the benchmark of school financial performance against similar schools.
- To make regular reports to the board and ensure that key financial decisions are recorded correctly in the minutes.
- To monitor the spend of extra funding such as pupil premium and sports premium, ensuring its use has impact.
- To monitor, audit and evaluate all school policies and procedures related to fraud and report to the board
  - Review finance policy; lettings policy; whistleblowing policy; governor allowance policy; charging & remissions policy; gifts and hospitality policy
- Ensure annual governor financial skills audit is undertaken and evaluated.
- To monitor and evaluate the management of the Voluntary Fund and to receive the audited accounts
- *Any additional strategic items which individual boards may wish to include*

### **Premises and Insurance**

- To seek advice from the Local Authority, Diocese, or foundation trust, where appropriate to ensure adequate levels of buildings insurance and personal liability.
- To monitor the implementation of the school buildings strategy plan informing the board of the proposed order of priorities.
- To review the business continuity plan and make recommendation to the board
- To review and approve the accessibility plan and ensure inclusion
- To receive the school asset plan annually
- To monitor the maintenance plan.

### **Staffing**

- To determine the staff complement/structure in consultation with the executive headteacher and recommend to the board
- To review the pay policy for approval by the board.
- To annually review the appraisal policy, recruitment policy and compliance with the statutory guidance on [Induction of Early Career Teacher](#) (ECT)
- To ensure that staffing procedures follow equalities legislation
- To annually review procedures for dealing with staff discipline and conduct and grievances and make recommendations to the board for approval.
- To monitor the CPD budget against the school improvement plan and staff needs to ensure staff development, progression and raised pupil outcomes.

### **Health and Safety (H&S)**

- To review and recommend the H&S policy to the FGB for approval and adoption
- To monitor the H&S policy.

- To receive confirmation of completion of compliance checks from operational lead as per H&S policy
- To monitor FGB agreed actions from the annual H&S Inspection Report
- To receive the LA required H&S Inspection Reports from the operational lead three times a year as per the H&S policy.
- To ensure H&S governor appointed and monitoring visits take place as agreed within the monitoring schedule.
- To receive the written H&S governor monitoring reports in a timely manner.

**Membership of the Leadership and Management Committee**

Quorum:	4		
Chair:	Andy Waller		
Vice Chair (optional):	Martina Graham		
Governors:	1. Sue Collins	2. Alex Jones	3. Oliver Donohoe
	4. Ian Millership	5. Firoz Malayandavide	6. James Williams
Governance Professional	Kim Metcalfe		
<p>The board have appointed the following Associate Members, with voting rights  <b>Associate Members do not have voting rights at FGB meeting, only at committee to which they are appointed if given rights by the board.</b>            Stephen Cope            Anthea McLevy            Anna Northrop</p>			

## Terms of Reference for Individual Delegated Governors

Any individual to whom a governor monitoring responsibility has been delegated is expected to work within the following terms of reference in conjunction with the protocols and procedures set out in the governor monitoring visits and the board code of conduct. It is a statutory duty in legislation to report back at the next meeting following a monitoring visit.

Having delegated governors does not reduce the collective accountability of the board for all its functions. The board will need to ensure that its agenda and reporting mechanisms enables all board members to have a collective strategic overview for all delegated monitored areas to enable accountability and effective informed decision making.

### Guiding Principles

Before undertaking any monitoring, governors will read the monitoring visits policy and board code of conduct. Written reports will be submitted for factual check and comment by the executive headteacher within one week of the visit, and then be lodged with the clerk/governance professional for distribution as soon as possible, at least seven days before the next board or committee meeting as appropriate.

It is expected that governors will complete monitoring visits during the year in line with the Governor Monitoring Visits Policy. Not all visits necessarily have to take place during the time when students/pupils are in school and could be just as effective as a meeting between governor(s) and the lead professional at the end of the day as mutually agreed.

### Responsibilities

- To ensure full understanding of the delegated role.
- To be properly prepared for each visit by reading relevant policies and paperwork.
- To meet with the lead professional within the school to gain an understanding of the scope of the area/target and the activities the school is conducting to achieve success.
- To ensure key questions are asked and collective constructive challenge is enabled at the board or committee meetings to hold leaders to account.
- To ensure any board meeting follow up actions are completed and documented.
- To undertake any necessary training (in or out of school) to enable effective monitoring.
- To monitor the progress of school activities towards the priority milestone or statutory duties.
- To evaluate the extent of success at the end of the set timescale.
- To ensure all visits to the school are arranged with reference to the executive headteacher and in accordance with the agreed Governor Monitoring Visits policy.

### The board have appointed the following KCC

#### delegated governors:

<b>Statutory roles:</b>	
Safeguarding (including Child Protection)	Hannah Perry
SEND	Martina Graham (Parkside), Jacqui Messenger (Garlinge)
<b>LA required roles:</b>	
Health and safety	Oliver Donohoe
Finance governor	Andy Waller
<b>Non statutory/best practice:</b>	
Training and Development governor	Rebecca Holmes

Pupil premium/other targeted funding	Martina Graham
Whole school Wellbeing	Hannah Perry
Early Years	Sue Collins
Attendance	Sue Collins
Any other governor monitoring roles in accordance with school priorities, add as rows below	
Cybersecurity	Rebecca Holmes
GDPR	Alex Jones
<b>Agreed by the board:</b> 01/10/2024	
<b>Review date:</b> 30/09/2025	

## Guidance SEND Link Governors

All link governors have a statutory duty to report to the Full Governing Body their findings for further discussion and/or decision. The role of the SEND governor is to ensure the board are aware of their statutory responsibilities and to monitor on behalf of the board and report back to the board for further discussion and decision.

This guidance is to support SEND link governor fulfilling their role

*This list is not exhaustive and can be reviewed to meet the needs of our board.*

- To undertake monitoring visits.
- To ensure monitoring visit reports are included in FGB papers in a timely manner.
- To monitor the relevant areas and milestones within the school improvement plan relating the pupils with SEND.
- To monitor and report to the FGB how the agreed curriculum is ambitious and inclusive, designed for all learners particularly the most disadvantaged and those with SEND or high needs to give them the knowledge and cultural capital they need to succeed in life. (in cooperation with the relevant committee).
- To monitor the impact of high needs funding and progress of pupils with SEND.
- To review the special educational needs policy for approval at board level.
- To liaise with the SENCo to ensure the SEND information report is reviewed and updated at least annually.
- To monitor compliance with the statutory duties from the SEND code of practice and report back to the board.
- To monitor pupil group achievement and progress against expectations, predicted outcomes and school improvement milestones and targets regarding pupils with SEND (*in cooperation with the relevant committee*).
- To ensure the accessibility plan is considered and approved. *This could be in collaboration with the H&S link governor.*
- To keep up to date with legislative and local guidance in relation to pupils with SEND and inclusion, attending training where necessary and ensure the board is made aware of any changes to their statutory responsibilities.

## Guidance for the Safeguarding Link Governor

All link governors have a statutory duty to report to the Full Governing Body their findings for further discussion and/or decision. The role of the Safeguarding governor is to ensure the board are aware of their statutory responsibilities, take strategic leadership responsibility for the safeguarding arrangements and report back to the board in a timely manner.

This guidance is to support safeguarding link governor fulfilling their role.

*This list is not exhaustive and can be reviewed to meet the needs of our board.*

- To undertake monitoring visits to the school.
- To meet with the DSL regularly to review safeguarding arrangements.
- To monitor compliance with the statutory duties from the most recent KCSIE and report back to the board.
- To have read and understood the most recent KCSIE in its entirety.
- To ensure own knowledge of relevant guidance and policy is up to date, ensuring the board is made aware of any changes to their safeguarding responsibilities.
- To monitor the Child Protection policy and associated policies to ensure safeguarding is effective and report to the board.
- To monitor the online safety policy to ensure the school's monitoring and filtering systems are effective.
- To undertake Cyber training as per guidance.
- To confirm the lettings policy safeguarding checks are completed.
- To undertake annual/regular safeguarding training in relation to the role.
- In collaboration with the operational lead, annually review the Safeguarding Review toolkit for submission to the full board and monitor follow up actions.
- To monitor the schools' policies in relation to behaviour.

### **Guidance for the Health & Safety (H&S) Link Governor**

All link governors have a statutory duty to report to the Full Governing Body their findings for further discussion and/or decision. There are no delegated decision-making powers. The role of the H&S link governor is to ensure the board are aware of their statutory responsibilities regarding health & safety and to monitor on behalf of the board and report back to the board for further discussion and decision. The H&S link governor will not conduct any health and safety checks themselves.

The guidance is to support the health & safety link governor fulfilling their role.

*This list is not exhaustive and can be reviewed to meet the needs of our board.*

- To undertake monitoring visits to the school.
- To review the business continuity plan and report recommendations to the board
- To monitor the accessibility plan and review for approval. *This could be in collaboration with SEND link governor*
- To monitor the school building strategy/maintenance plan and update board via monitoring report
- To review and recommend the H&S policy to the FGB for approval and adoption
- To monitor the H&S policy.
- To monitor FGB agreed actions from the annual H&S Inspection Report
- To receive the LA required H&S Inspection Reports from the operational lead three times a year as per the H&S policy.
- To ensure H&S monitoring visits take place as agreed within the monitoring schedule and report to the board.

## Terms of Reference for Panel Hearings

- To make any decisions under the board's personnel procedures e.g., disciplinary, grievance, capability, bullying and harassment unless delegated to the executive headteacher.
- To consider any appeals against a decision to dismiss a member of staff or to a decision short of dismissal e.g., disciplinary, grievance or capability.
- To make any determinations on behalf of the board in relation to staff redundancy and redundancy appeals.
- To make any determinations on behalf of the board in relation to any pay appeal.
- To make any determination or decision under the board's School Complaints Procedure.
- To consider any representations by parents in the case of an exclusion (in accordance with the Statutory DfE Exclusions Guidance).
- To consider the appropriateness of any permanent exclusion or fixed term exclusion which totals 15 days or more in one term or where a pupil is denied the chance to take a public examination (in accordance with the [Statutory DfE Exclusions Guidance](#)).
- All panels are to be convened by the clerk/governance professional
- All panels will follow the relevant board approved policy, procedure, and guidance.
- All panellists will undergo training to understand their roles and responsibilities
- All panellists will be unbiased and understand the remit of their decision making as described within the relevant policy

### **Membership: Any three governors from a pool of governors from the full board who are:**

Suitably knowledgeable and objective to undertake the role, and not tainted

Available on the date specified

#### **PLEASE NOTE:**

- *The executive headteacher is disqualified from serving in this role.*
- *Any governor having a connection with either a pupil, a member of staff or the incident in question which could affect their ability to act impartially should not serve on the panel.*
- *Any governor who has participated on a panel for a staffing decision, cannot sit on the appeal panel*
- *Staff governors and any members of staff should not sit on panels*



## Terms of Reference for Executive Headteacher Performance Management (HTPM) Panel

### Guiding principles:

- In following best practice, the executive headteacher's appraisal will be the first staff appraisal performed to enable executive headteacher objectives to be reflected within other whole school staff performance management objectives to drive the school forward.
- Is it a statutory requirement that the board appoint an independent external adviser to assist the panel with the executive headteacher' appraisal, and to consult on setting objectives for the executive headteacher; this person should be suitably experienced and knowledgeable in school improvement and leadership matters.

Where serious weaknesses are identified in the executive headteacher's performance then the process should cease, and the issues will be managed within the school's formal capability procedure. The appraisal process will be recommenced when the executive headteacher's performance has reached the required standard.

### Responsibilities:

- To meet annually with the executive headteacher and a *board appointed*, independent external adviser
- Inform the executive headteacher of the standards against which their performance will be assessed.
- To review, in consultation, with the external advisor, the performance of the executive headteacher against the agreed appraisal objectives.
- To consult with the external advisor to set challenging but achievable objectives for the coming year ensuring they are specific, measurable, attainable, relevant, and time-bound (SMART).
  - Objectives should as far as possible be reached by agreement. However, where a joint determination cannot be made the HTPM panel will make the determination, following consultation with the external adviser, with the provision for the executive headteacher to record any disagreement if required.
- To prepare and agree the executive headteacher appraisal review statement, and report to the board the completion of the process.
- To determine the recommendation on pay progression for approval by the full board.
- To monitor through the year, including a mid-year review meeting, the performance of the executive headteacher against the agreed objectives and to ensure appropriate support and development opportunities are provided.

### Membership: Three governors, including the chair of the board, though not the vice chair as well.

The chair of the board will not take the role of the panel/committee chair.

#### Please Note:

- Neither the executive headteacher nor staff governors may serve on this group.
- In voluntary aided/controlled schools, consideration for best practice, for at least one member to be a foundation governor.
- Consideration may need to be given to situations where governors serve on both HTPM and the pay panel.

Governor 1 and chair of panel: Chair of Governors of Bromstone & St Mildred's
Governor 2: Martina Graham
Governor 3:
<b>Date agreed for HTPM:</b> ( <i>best practice before staff and before 31st December</i> )
<b>Date agreed for mid-year review:</b> ( <i>Usually March/April</i> )



## Terms of Reference for the Pay Panel

The board will delegate all pay decisions in accordance with the school's pay policy the pay panel will act in accordance with the pay policy. It is the role of the pay panel:

- To observe all statutory and contractual obligations.
- To determine the pay progression to be awarded to individuals as delegated within the pay policy, having regard for the most recent publication of the School Teachers Pay and Conditions Document.
- To apply the criteria set out in the school's pay policy and consider fully the recommendations made by the executive headteacher regarding an individual's pay.
  - Where pay decisions are made by a pay panel - the executive headteacher may provide professional advice and guidance to the panel to assist with decision making.
  - To ensure the achievement of all the pay policy objectives and principles in a fair, reasonable and equitable manner.
- To ensure all employees are made aware of the outcome of their individual pay review in writing within ten days of the decision making.
- To maintain an accurate written record of all meetings, recording the reasons for the pay decisions taken and having due regard to confidentiality.
- To report summary information regarding annual total budget for pay decisions to the board for approval in line with agreed school policies.
- To recommend to the board changes to the policy and to consult with staff and recognised unions on those proposed changes.
- To seek advice from the school's HR provider where appropriate.

All decisions made by the pay panel will take due account of the written appraisal statement and all relevant information available from an appraisal or other review of an employee's skills, abilities, performance and any other factors deemed to be relevant. This will include any written recommendation made by an employee's appraiser.

All decisions regarding pay progression for teachers, including the leadership group should be made without undue delay. These should be completed prior to or on 31 October for teaching staff.

### Membership

- Membership of the pay panel will not be open to anyone who could benefit financially, directly or indirectly from such membership or any of the decisions of the panel.

### Please Note:

- Neither the executive headteacher nor staff governors may serve on this group.

Carefully consider the membership of the panel and appeals panels to ensure the right composition. Avoid both the chair and vice chair being members of the pay panel as this will inhibit one of these key senior roles being available for any pay appeals that may arise.

Consideration should be given to situations where governors serve on both HTPM and the pay panel.

Governor and chair of panel: Andy Waller
Governor: Alex Jones
Governor: Ian Millership

## Delegation of Functions to Executive Headteacher

The delegation to the executive headteacher ensures a clear separation between strategic non-executive oversight and operational executive leadership. The executive headteacher is expected to work within the following terms of reference, and to provide the board with such reports in connection with their functions as the board requires and to ensure all policies, procedures and documentation requiring board approval are presented.

### Budget

- To make miscellaneous financial decisions up to an agreed limit of £8000 (primary) as set out in the school finance policy.
- *LA Scheme for financing schools suggests up to £8000 for primary £25000 for secondary.*
- To make virements as set out and agreed in the school's finance policy (virements up to £8,000).
- To monitor monthly expenditure.
- To make payments.
- To ensure the board receives six separate budget monitoring reports every year.
- To ensure monthly budget reports are sent to the chair of governors and chair of the Leadership and Management committee.

### Staffing, Appraisal and Performance Management

- To appoint teachers and non-teaching staff.
- To establish disciplinary, capability and grievance procedures.
- To suspend staff.
- To initially dismiss staff.
- To produce and maintain a central record of recruitment and vetting checks, to also include those involved in school governance.
- To formulate and implement an appraisal policy, recruitment policy.
- Ensure that statutory guidance for [Induction of Early Career Teachers](#) is followed
- To make pay decisions in line with the pay policy and legal requirements
- To carry out appraisal of other teachers (or delegate to line managers in the school) and ensure mid-year reviews are undertaken.
- To undertake moderation of pay recommendations to ensure consistency and fairness across staff groups.

### Curriculum

- To ensure the national curriculum is taught to all pupils and consider disapplication for pupils as appropriate.
- To establish and implement a curriculum policy.
- To decide which subject options should be taught.
- To be responsible for standards of teaching.
- To be responsible for each individual child's education.
- To agree and review the content of any Relationships Education to ensure it meets statutory requirements, and to approve a written policy for its delivery.
- To ensure the balanced treatment of political issues and to prohibit political indoctrination.
- To promote British values.

### Standard Setting

- To set standards and predictions for pupil achievement and progress.

- To annually deliver the costed School Improvement Plan for approval at FGB.

### Religious Education and Collective Worship

- To provide religious education in line with school's basic curriculum.
- In schools with a religious character, to provide religious education to the agreed syllabus.
- To ensure, after consultation with the board, that all pupils take part in a daily act of collective worship.
- In schools with a religious character, to provide collective worship of a denominational character.

### Health & Safety

- To ensure rigorous approaches to identifying, managing and mitigating risk.
- To ensure that health & safety regulations are followed.
- To ensure the health & safety policy is adhered to and to carry out regular health & safety inspections (at least three times a year) and take remedial action as appropriate.
- To ensure emergency evacuation is practiced at least three times a year and records retained.
- To report to the board at FGB or committee level that compliance checks have been completed.
- To ensure that all risk assessments are regularly reviewed and updated and reported to the board.

### Discipline/Suspension and Exclusions

- To draft the content of the school behaviour policy and publicise it to staff, students and parents.

*The board of a maintained school must make, and from time-to-time review, a written statement of principles to help the executive head teacher determine the measures that make up the school's behaviour policy (which must include measures to prevent all forms of bullying among pupils). This duty cannot be delegated. The board must consult the executive headteacher, other appropriate members of staff, parents, carers and all registered pupils before making or changing this statement of principles.*

### Inclusion and Equality

- To designate a suitably qualified teacher to be responsible for co-ordinating SEND provision (SENCO).
- To appoint a designated teacher for looked after children.
- To ensure that Public Sector Equality Duty (PSED) statements are compliant and available on the website.

### School Organisation

- To ensure that the school meets for 380 sessions in a school year and the expected 32.5 hours per week within the [DfE Length of the School week](#)
- To ensure that the [national school food standards](#) are met.
- To draft and implement a data protection policy which complies with GDPR and review it at least every two years and register with the Information Commissioner's Office.
- To ensure the statutory required information is uploaded to the school website.
- Maintain a register of pupil attendance.
- To publish on the [website](#) the drafted structure and remit of the board, including governor appointment details, term of office and attendance record.
- To ensure governor information is uploaded to the DfE database of governors (GIAS).

### Information for Parents

- To ensure that the school keeps parents and prospective parents up to date with school information.
- To ensure that free school meals are provided to those pupils meeting the criteria.
- To ensure that parents are aware of their rights to withdraw their child from collective worship, RE and sex and relationship education.
- To ensure that a report on each child's educational achievement is forwarded to parents/guardians.
- To ensure the school meets the [statutory requirements in regard to school uniform](#)

### Extended Schools

- To put into place the additional services to be provided.
- To ensure delivery of services provided.